

Szczecin

Local Initiative Program



Prepared for USAID / RHUDO Warsaw

Prepared by
The Unit for Housing and Urbanization
Harvard University Graduate School of Design
and
The Unit of Cooperation with Non-Governmental Organizations
City of Szczecin

May 1999

Pilot Local Government Partnership Program (LGPP)— Assistance to
Partner Cities: Szczecin (Poland)

The Urban Institute

Contract No. EPE-C-00-95-00110-00, RFS 632, Amendment B

TABLE OF CONTENTS

1.0	Foreword.....	1
2.0	Executive Summary.....	2
3.0	Introduction	7
4.0	The Role of Community Organizations and Partnership Programs.....	10
4.1	Successful Partnership Programs in Other Cities.....	11
5.0	Existing City Initiatives, Programs and Potential Partnership Organizations.....	15
5.1	Existing City Initiatives	15
5.2	Existing Programs and Potential Partnerships	17
6.0	Proposed Local Initiative Program	26
6.1	Objectives of the Program	26
6.2	Advantages of the Partnership Structure for Local Initiatives in Szczecin	27
6.3	Strategic Planning and Local Development.....	29
6.4	Organizational Structure	31
6.5	The Enabling Environment	34
7.0	Draft Work Plan for Szczecin Local Initiative Program.....	35
8.0	Annexes	37
8.1	Summary of the Northern Zone of Szczecin.....	38
8.2	Summary of Strategy Oriented Organizations	42
8.3	Leveraging Resources, the Boston Neighborhood Partnership Program ...	44
8.4	TBS Organizations	46
8.5	Szczecin Center of Economic Initiatives.....	48
8.6	Summary of Small Improvements Program-1998	50

Acknowledgements

Unit for Housing and Urbanization Study Team

John Driscoll, Team Leader, Senior Research Associate and Lecturer in Urban Planning

Mona Serageldin, Associate Director, Adjunct Professor of Urban Planning

Christine Williams, Research Fellow

Christopher Rogers, Research Assistant

City of Szczecin Study Team

Janusz Szewczuk, Member of City Board 1994-1998, Member of City Council 1998 - ,

Dominik Górski, Member of City Council 1994 – 1998, President of City Council 1998 - ,

Paweł Szczyrski, Director, Unit of Cooperation with Non-Governmental Organizations, City of Szczecin

Anna Stepień, Unit of Cooperation with Non-Governmental Organizations, City of Szczecin

Jacek Turkowski, Department of Health and Social Affairs, City of Szczecin

Stanisław Bolewski, Department of Health and Social Affairs, City of Szczecin

Ewa Nowak, Department of Health and Social Affairs, City of Szczecin

Romualda Kędziora, Department of Coordination and City Development, City of Szczecin

Anna Sztandera, Department of Coordination and City Development, City of Szczecin

Zbigniew Becker, Innercity Renovation Coordinating Team 1996 – 1998, City of Szczecin

The Study Team is grateful for the information provided by Katarzyna Stachowiak-Bongwa and Mr. Hans van de Sanden on the TBSs in Szczecin as well as financial data on the existing local initiatives program provided by the office of Department of Coordination and City Development.

USAID

The Study Team would like to thank Rebecca Black, RHUDO Director in Warsaw for USAID's funding and support of this study and Renee Hendley, Financial Manager for the International Activities Center of the Urban Institute for her assistance in managing the contract.

Credits

Photograph and diagram of Szczecin Renovation area courtesy of *Conference Report, International Conference on Urban Renewal and Housing Rehabilitation*, May 1997, Szczecin, Poland

Description and photographs of the Green Federation courtesy of Brian O'Malley, Peace Corps Szczecin, Poland

Other photographs, courtesy of John Driscoll and Mona Serageldin of the Unit for Housing and Urbanization.

Summary of Strategy Oriented Organizations was excerpted from:

- (a) the UNCHS Best Practices data base available from UNCHS and made available for practitioners at the Unit for Housing and Urbanization, the thematic center for urban planning and management for the UNCHS Best Practice Program (www.gsd.harvard.edu/uhu); and
- (b) the SURBAN database on sustainable urban development in Europe developed by The European Academy of the Urban Environment (www.eaue.de)

1.0 FOREWORD

This report summarizes the work undertaken by the Unit for Housing and Urbanization and the City of Szczecin's Unit for NGO Coordination to develop opportunities for community-based initiatives in Szczecin. The activities leading to the report were funded through USAID's Assistance to Partner Cities Program and managed through Urban Institute's contract with USAID in Poland. The report includes recommendations for an expanded Local Initiative Program in Szczecin and responds to the scope of work by:

- 1 Identifying a range of organizations from street level planning groups to larger-scale TBS-like organizations to foundations that could work with the city.
- 2 Highlighting the emerging trends in involving NGOs and the potential for action based on: strategic objectives, existing or proposed plans, and civic aspirations.
- 3 Defining the organizational frameworks needed to make community-based organizations function in collaboration and partnership with municipal agencies.
- 4 Recommending the local institutional support for developing community-based organizations and highlighting experiences, opportunities, and the changes necessary in the institutional framework to make a community based development strategy work more effectively.
- 5 Develop recommendations with City Officials including a pilot project(s) and work plans that outline immediate and longer-range activities.

The concepts and working principles of an expanded local initiative program outlined in this report were presented in a series of working sessions and public meetings in Szczecin in March 1999.

The funding from USAID also allowed two Szczecin Officials to attend the International Training Program at the Graduate School of Design in July, 1998. The program, entitled, *Partnerships and Financing Strategies for Local Development* focused on the complementary roles that can be played by public agencies, NGOs and the private sector in urban development.

2.0 EXECUTIVE SUMMARY

The City of Szczecin is strategically located at the crossroads of transport corridors linking Western Europe to the Baltic States and Scandinavia to Southern Europe. Paralleling Poland's successful transition from a centrally planned to a market economy, Szczecin grew from a secondary city to become one of Poland's five fastest growing centers. City officials recognize that, as the economy continues to go through a restructuring process, there are areas of the city that are being bypassed by the economic boom. As certain industries, including the older inefficient state enterprises located to the north of the city, are closed or downsized, lower-skilled and older employees face unemployment and economic hardship. City officials are concerned about the long-term implications of widening income disparities and social inequities between those residents who have the skills to participate in the sectors that drive the city's economy today and those who do not.

The challenge is to devise pragmatic approaches and flexible mechanisms that create economic opportunities for lower-income residents and strategically invests City assets and resources to revitalize the urban environment in distressed communities.

In response to this challenge, city officials in Szczecin are developing a supportive framework that links neighborhood revitalization and economic development. They also realize that public resources alone cannot match the need and that active funding partnerships must be developed with residents, the private sector and NGOs. By building upon its existing local initiative programs, Szczecin can effectively work with community-based organizations and the emerging network of local universities, foundations, civic institutions and other non-profit organizations to improve the physical and social conditions in lower-income neighborhoods.

The Study Team made the following recommendations:

1. Expand upon existing programs for upgrading the urban environment by bringing together city programs in a spatially focused strategy through Local Initiative Programs and partnership instruments.
2. Create areas of opportunity whereby the convergence of public resources and private initiatives results in real improvements to the urban environment and social conditions.
3. Strengthen community outreach and promotion efforts for city programs. Inform residents, civic leaders and the NGO sector of program requirements and benefits. Attract and empower civic leadership to take on new roles.
4. Use infrastructure investments and changes in development regulations to "create value" in marginalized neighborhoods and leverage direct and indirect private investments cost-sharing and in-kind contributions. Leverage new additional non-municipal funds available through national and EU regional programs.

5. Develop a package of programs that can be included in a Local Initiative Program and support mechanisms to build the capacity of potential partners such as NGOs and the Rada Osiedlowa (ward councils).
6. Increase the involvement of and support to community-based organizations and NGOs using longer-term contracting mechanisms (greater than one year).

A work plan in Section 8.0 outlines activities that Szczecin can undertake to expand its Local Initiatives Program. The major activities include:

1. Appointing a Working Group of city representatives and key organizations working at the community level to negotiate the broad principles of a Local Initiative Program.
2. City Board and City Council approval of the program and the appointment of core local initiatives team from different city departments.
3. Identifying neighborhoods for a test program and the development of proposals with a Neighborhood Partnership Committee.
4. Signing an Agreement between the City and the Neighborhood Partnership Committee.
5. Implementing a Neighborhood Partnership Agreement.
6. Monitoring and assessment of impacts and readjustment of program for subsequent neighborhoods.

Community Partnerships

Municipalities worldwide have successfully engaged community groups in structured partnerships based on joint definition of needs and issues and complementarity of roles. Cities such as Lublin, Poland, Cairo, Egypt and Boston, Massachusetts have utilized new collaborative approaches that build upon the economic, social, and physical assets in a community.

All involve a program of shared financial commitments that leverage public and private resources. In Lublin, a project in two under-served neighborhoods suffering from marginalization for over 30 years, led to the rehabilitation of over 257 houses and fostered the development of 90 micro-enterprises in less than three years.

City staff, acting as both catalysts and facilitators, provides logistical support to disseminate information about available programs and develop partnership agreements. In Boston, the partners for a typical program include a neighborhood association, a non-profit community-based developer of housing, the board of trade for the Neighborhood Business District, the area police department, the local health center, and the local

community center. They sign an agreement that is in effect for three years, outlines the roles and responsibilities of each participant and is used to plan the city's capital investment program and ensures that public investments are responsive to the needs and desires of these interested parties.

Local initiatives programs support and encourage civic leadership. In Lublin and Cairo, local initiative teams initiated a participatory planning process that engaged residents in the development of their districts. Motivated residents on each street and block became the link between the city and the community for the development of an urban plan, and the city developed a cost sharing agreement for the provision of infrastructure.

Emerging Role for NGO Sector in Poland

A stronger role for NGOs is emerging in Poland. New legislation is being drafted to clarify procedures for funding and contracting NGOs to provide services with public funds. This will be critical to enabling local authorities to institutionalize partnership programs that incorporate NGOs. In Szczecin there has been a tremendous increase in the number of NGOs. Between 1997 and 1999 the number of registered NGOs increased from 300 to 1,000. In 1998, Szczecin allocated PLZ 1.4 million to 191 NGOs through six city departments. In 1999 Szczecin will allocate about 5 million PLZ to NGOs. In parallel with national legislation, the city is structuring new legislation for funding local NGOs.

Programs developed in partnership with municipal agencies and NGOs have also focused on economic development. In Szczecin, the Szczecin Center for Economic Initiatives has created a very successful incubator program for startup businesses across a wide spectrum of employment categories.

Partnerships are also occurring at the national and regional level. The Practitioners' Working Group in Poland is supporting a consortium of community development practitioners engaged in economic development at the community level. In Katowice, the Sustainable Katowice Agglomeration Project is promoting sustainable social, economic and physical development and regeneration in the Katowice Agglomeration. In Szczecin, the EU has already funded an analysis that emphasizes the need for programs to revitalize the marginalized areas to the north of the city and is planning to fund a regional integration center.

Partnership Approaches in Szczecin

In Szczecin, partnership approaches are being integrated into existing strategies and programs. Some of these programs have a spatial focus such as the Renovation Strategy for the Centrum, while other programs are city-wide such as the housing strategy, the capital investment program, Safe City and a comprehensive inventory and review of social programs.

In Szczecin, the objective of an expanded Local Initiative Program using partnership approaches is to structure the institutional support and demand-led financial packages

that will encourage residents and community-based organizations to improve environmental and social conditions within their neighborhoods

Neighborhood Services of immediate need and benefit can be provided within an expanded local initiative program such as youth programs and playgrounds, street cleaning and maintenance of green areas and parking areas, and the upgrading or provision of new infrastructure. The Rada Osiedlowa (ward councils) can evolve into more effective facilitators of these local programs at the neighborhood level, especially with youth and sports. Street associations, local development action committees and housing associations can enter into cost-sharing programs with the municipality under the Program for Small Improvements, Our Home Program, and the existing Local Community Initiatives Program. Affordable housing can be provided in distressed neighborhoods through the two TBS's in Szczecin that are managing portions of the existing communal housing and constructing new replacement housing and modernizing existing housing stock.

The City can accelerate its program of using older building in marginalized neighborhoods and renovating them in cooperation with non-profits such as the Szczecin Enterprise Foundation which to date has converted five historic buildings into business space with more than 10,000 m² of high standard office, retail, and small-scale production space for over 100 start-up businesses. The Green Federation, an active environmental organization is renovating a city-owned building in partnership with an association of eight NGOs working with youth, environment and the arts.

Inter-Departmental Coordination

Inter-departmental coordination can be significantly strengthened through partnership programs. Complementary programs, run by different departments can reinforce the revitalization objectives for marginalized neighborhoods. A recent example in Szczecin is a comprehensive review of social programs undertaken in cooperation with the Department of Social Programs (OPS), the Church, and the Police. The review was done in cooperation with Szczecin University and involved 40 institutions and 300 students. The findings are being used to launch projects in marginalized neighborhoods.

Strategic Planning and Local Development

Strategic planning at the District Level can provide a framework for decision making and resource allocation to address the challenges of neighborhood development using opportunity driven approaches. District-wide initiatives such as the upgrading of trunk infrastructure can encourage resident investment in infrastructure and housing at the neighborhood level. Stemming vandalism by youth of the regional bus system and creating alternative recreation programs is linked to increasing the transportation options for local residents to access jobs. City-level job training programs, funded from various levels of government, can be developed with employers and targeted to workers who require new skills.

Organizing for Local Development

A common feature to the successful neighborhood initiative programs is the commitment on the part of the municipality of staff and resources to initiate and organize local activities in neighborhoods where community-leaders have not yet emerged and to assist those community leaders who have taken initiatives. In Szczecin, it is recommended that the City Council appoint a working group to develop a local initiative program and formalize this group into a Local Initiatives Team. The Team can provide a critical link between the city's programs and residents working in designated neighborhoods.

In Szczecin, the city can expand its existing local initiatives program within its current legal, financial, regulatory structure and access other funds including national programs and regional EU programs.

3.0 INTRODUCTION

To improve neighborhood services, create economic opportunities for lower-income residents, and leverage private resources at the neighborhood level, city officials in Szczecin would like to institutionalize a local initiative program. The program would capitalize on neighborhood revitalization and economic development activities that are occurring within households, along streets, within local district councils and NGOs, and would create effective public-private partnerships with the city.

The economy in Szczecin has been experiencing strong growth among its leading economic sectors. Industries such as the Szczecin Shipyard, the Szczecin Port, and related activities are performing well and the city is increasing its economic competitiveness through stronger links to regional and international economies. Investments in major infrastructure by central and local authorities combined with support from international lenders, and new cooperative agreements between the city and industries are reinforcing these trends. Furthermore, medium-to-small businesses are experiencing steady growth in activities and are being supported by the city through loans, training, and business incubators.

Adjusting to a Post Industrial Era

City officials recognize that, as the economy continues to go through a restructuring process, there will be a growing number of residents who are not fully participating in the economic boom due to lack of skills. Furthermore, as older inefficient industries are closed or re-engineered, lower-skilled and older employees will face economic difficulties. Recent articles in local newspapers highlight concerns regarding the long-term implications of widening income disparities between those residents who have the skills to participate in a market economy and those who do not.

Unemployment, Poverty and Dirt - This is the Real Skolwin.

Skolwin, next to Stoleczyn and Goclaw, is the most impoverished city quarter. Most of the housing is old, and in need of major repair. Many buildings don't have sewer connections. Unemployment is high, two factories in the neighborhood, the Steel Works and the Paper Factory laid off many workers.

Excerpt from Szczecin Newspaper, March 1999



Any major economic restructuring has spatial implications as illustrated in the two following maps from the General Local Plan for the Spatial Development of Szczecin. In Szczecin, for example, new industries are locating near the port, attracted by existing support infrastructure and access to roads, rail, and water transport. Planned investments in bridges and major access roads will promote economic development in the southeast, toward Warsaw, and in the southwest, toward Berlin. New housing suburbs are expanding outside the city center to the northwest while the lack of access between the

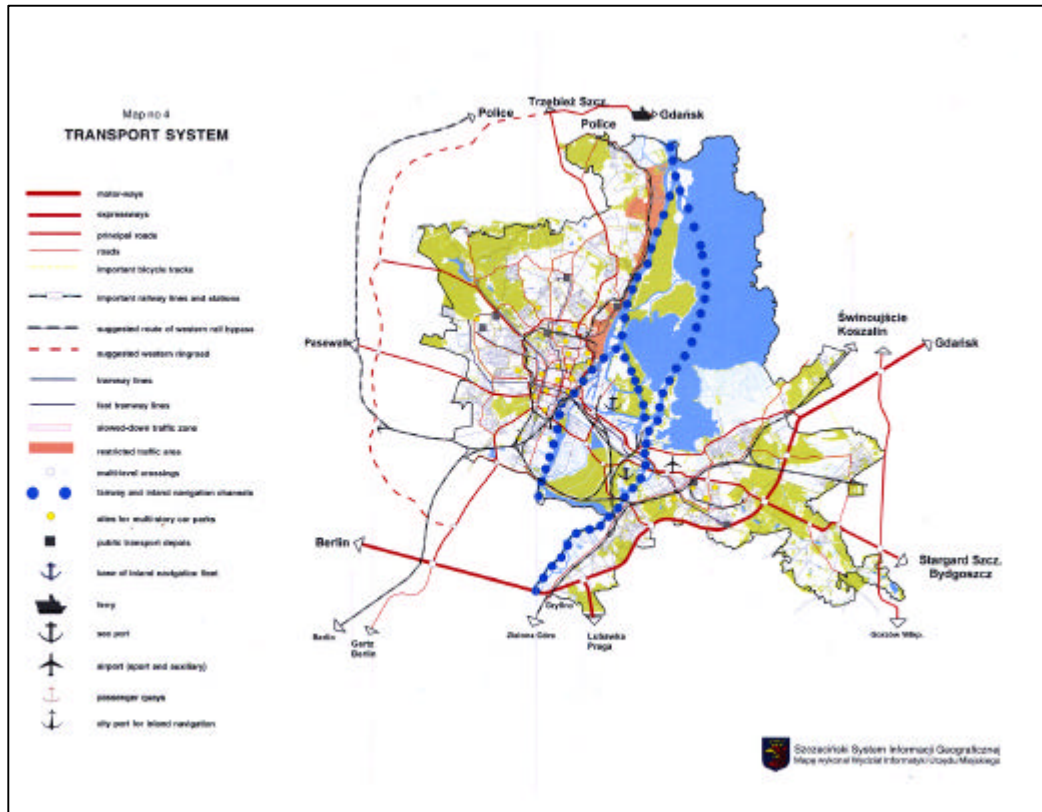
northern city areas and the new regional infrastructure will increase the isolation of neighborhoods surrounding the older, technologically outdated industrial plants.

Decentralization

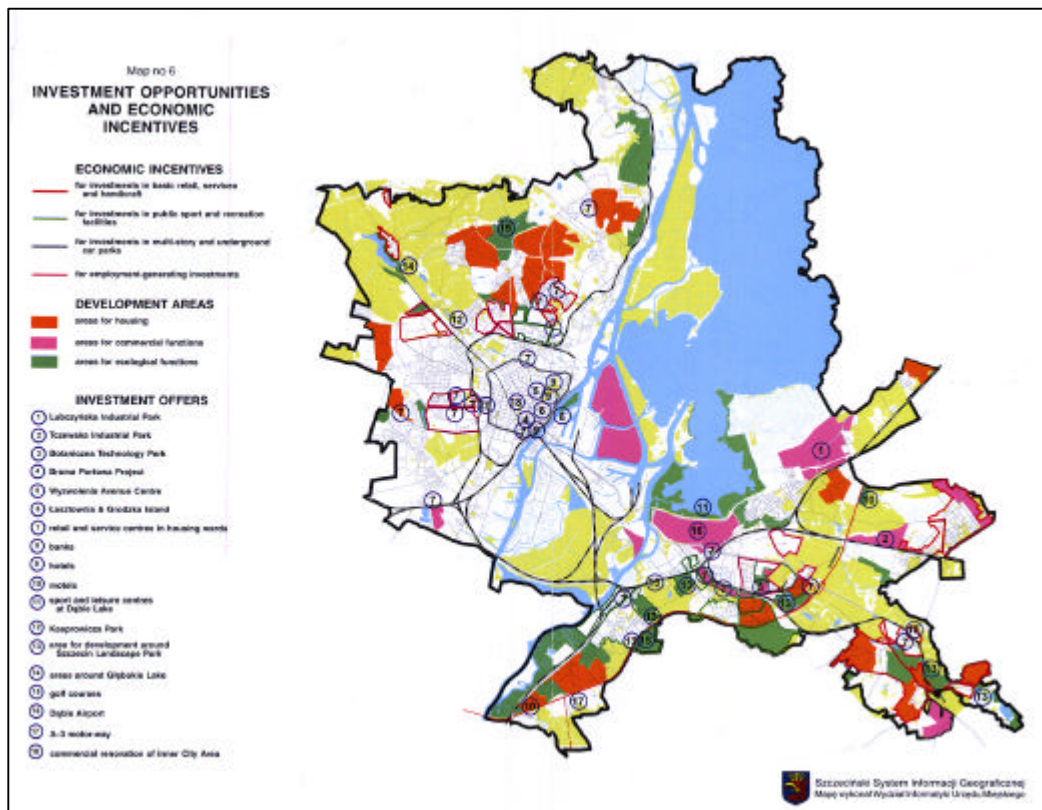
In the context of fiscal and institutional decentralization at all levels of government and the need to leverage limited local resources, municipal governments are looking for effective institutional structures for promoting collaboration between local authorities and residents in communities. The reorganization of the administrative system in Poland as of January 1999 among three levels (voivodeship, powiat and gmina) is creating new opportunities and instruments for local governments to work with neighborhood-based organizations and NGOs.

Financing

City officials would like to maximize the leveraging potential of municipal programs for financing infrastructure including the Local Initiatives Act, Our Home, and Small Improvement Grant Program. The city would also like to access central government funds, the European Union (EU), and other NGO funding sources available for environmental and social programs.



New transportation investments have created more efficient links between the right and left bank of Szczecin and as well as the regional transportation network (above). The older neighborhoods and manufacturing areas to the north of the city offer reuse potential (below).



4.0 THE ROLE OF COMMUNITY ORGANIZATIONS AND PARTNERSHIP PROGRAMS

Municipalities worldwide have successfully engaged community groups into structured partnerships based on joint definition of needs and issues, complementarity of roles, and collaboration in addressing the challenges faced. In both developed and developing countries, cities are working with NGOs and community-based groups, strategically investing resources and building up the physical and social infrastructure of distressed neighborhoods, effectively breaking old cycles of disinvestment and deterioration as illustrated in Figure 1. Drawing upon central, state, and local government resources, municipalities are providing technical support directly to the community or indirectly through non-government structures.

There are two primary categories of organizational structures generally adopted by the neighborhood organizations, and NGOs involved in these public/private collaborative programs. One is coalitions and advocacy groups organized around regional or city-wide issues, and these groups tend to be more process oriented and focus on awareness building. The other is neighborhood- or community-based organizations empowered and supported to develop and administer projects.

Some examples of these new coalitions and partnerships are described below. They exhibit a wide range of scale, focus, and structure, but nonetheless share elements in common. All of them grow out of a shared vision of stability and revitalization that gives energy and momentum to the undertaking. All involve a collaborative process that builds upon the economic, social, and physical assets in a community. Partnership organizations are created representing residents, local civic and business associations, churches, NGOs, and other institutions having an interest in the neighborhood. Plans are drawn up that are responsive to the stated needs and desires of these interested parties.

Agreements are entered into by public authorities, the business sector, and local civic groups, outlining mutual responsibilities and commitments for carrying out the plans. The agreement can be a formal signed document (which may or may not be legally binding) or it can be a more informal community arrangement, in which case it may provide the foundation for a future formal partnership. Staff from municipal agencies provide logistical support for the development of the partnership agreement and disseminate information about government programs that can be drawn upon for the projects to be undertaken.

All involve a program of shared financial commitments that leverage public and private resources. These resources can include public funding from different levels of government, funds accessed through international and regional programs, private-sector funding through banks and financial intermediaries, funds from non-profit organizations and their intermediaries, and investors and individual households within communities.

4.1 Successful Partnership Programs in Other Cities

- **Boston Neighborhood Partnership and Main Streets Program, USA**

In Boston, the city and its development agencies have created an array of programs to address the needs of the city's distressed neighborhoods. Beginning in the 1980s, the Department of Neighborhood Development (DND) redefined its role from a capital planning agency to a community development agency managing a number of diverse programs. The DND's goal is to strategically invest resources to build up the strength and vitality of neighborhoods. It works directly with community-based organizations to coordinate and implement public improvements, housing, open space, and youth and social programs.

Boston launched the Neighborhood Partnership Program in 1990 and successfully implemented 16 partnership agreements within six years. The agreements, each in effect for two to three years, resulted in the creation of affordable housing in both new and rehabilitated units, reuse of vacant public land, improved public safety, youth programs, new green spaces, coordinated public capital investments and economic revitalization. The program was based on the creation of a neighborhood partnership committee comprised of neighborhood associations, churches, city agencies, Community Development Corporations, NGOs, merchants, and other groups.

Together with the DND staff from the city, these groups worked in close cooperation over a six-month period to define a vision for neighborhood development and the physical boundaries of the partnership, to assess and prioritize the critical needs of the neighborhood, and to develop projects to address priority needs. At the end of the six months, a partnership agreement was signed by all the participating organizations that incorporated a set of shared redevelopment objectives, a revitalization strategy, and coordinated implementation plans clearly spelling out the responsibilities and commitments made by all parties involved. The partner organizations in turn worked with other partners in implementing individual projects, which in turn leveraged additional funds and resources. (See annex C, Leveraging Resources, the Boston Neighborhood Partnership Program.

The partnership program evolved into Boston's Main Street Program, a partnership program focused on the revitalization of business districts in 15 neighborhoods. The city provides seed funding for a Main Street coordinator who works with a board representing local businesses and NGOs in the neighborhood.

- **Lublin Local Initiative Program, Poland**

In Lublin, where dwindling central transfers and tight budgets necessitated the mobilization of community-based resources to improve the urban environment, a local initiative team initiated a participatory planning process that engaged residents in the development of their districts. Motivated residents on each street became the link between the city and the community for the development of an urban plan, and the city developed a cost sharing agreement for the provision of infrastructure.

The program is structured as a partnership between the city and the community. The pilot project launched in 1994 in two under-served neighborhoods suffering from marginalization for over 30 years, led to the rehabilitation of over 257 houses and fostered the development of 90 micro-enterprises in less than three years. Improvements are continuing and have expanded beyond the pilot project areas into the old town. The demonstrated effectiveness of the Local Initiative Program earned it international recognition and a UNCHS Best Practice Award for excellence in improving the living environment.

In Lublin, streets have been improved with infrastructure. Young people who had left the site are returning to family real estate holdings that have become valuable assets. Multi-generational families are being reconstituted in houses where elderly parents had been living on their own for decades. Families who came to the area for the sole purpose of getting relocation apartments are investing in renovation and expansion of their premises. Local craftsmen, after years of repression, have emerged as entrepreneurs, establishing micro-enterprises and commercial activities. Houses are being rehabilitated and renovated, enabling families to utilize their full productive capacities.



As demonstrated in Lublin, Poland, structured partnerships between the city and community based organizations can have a profound impact by encouraging residents to become involved in revitalizing their neighborhoods and activating communities.

Partnerships that involve the community and the government make both more accountable and increase the chances of the project's success rate. In Lublin cost-sharing initiatives led to residents financing infrastructure and changes in development regulations encouraged investments in housing and small businesses.



- **Tomaszow Enterprise Incubator Foundation, Poland**

The Enterprise Incubator Foundation was initiated by an employment forum in Tomaszow to coordinate and reorganize local vocational training programs. The Forum included representatives of training organizations, public officials from ten counties, employers, and unemployed persons. Together they set out to improve local information flow, develop better training programs and bring together newly trained individuals with potential employers. They surveyed 6,000 local employers to determine training needs and hiring plans for the next three years and developed training programs tailored to the needs of the local labor market.

- **Sustainable Katowice Agglomeration Project, Poland**

This project is promoting sustainable social, economic and physical development and regeneration in the Katowice Agglomeration by strengthening local capacities for strategic planning and environmental management based on the active participation of the municipalities and their partners in the public, private and community sectors. Thirteen municipalities are members of the Union for Sustainable Development of the Cities of Katowice Agglomeration. Working groups focus on issues such as municipal sewerage, solid waste management, open space and the revitalization of post-industrial areas.

- **Practitioners' Working Group, Poland**

The Practitioners' Working Group (PWG) is a project developed in partnership with six Polish and other NGOs in the Eastern European region. The Polish organizations are working through the Foundation for Social and Economic Initiatives. The PWG initiative, with initial funding from the Ford Foundation, is supporting a consortium of community development practitioners engaged in economic development at the community level to: develop the organizational capacity of NGOs to plan and manage growth of loan and investment funds and to work collaboratively in national coalitions. The initiative is also engaging in policy initiatives to expand capital resources and develop financial intermediaries that can raise and reinvest funds for economic development at the local level. With continued funding from the Ford Foundation and new funding from USAID, the PWG hopes to expand its coalition to include ten members.

- **The Hague: Organizing the Local Agenda 21 Program, Netherlands**

To organize its Local Agenda 21 Program, the Hague established citywide task forces in seven areas: international co-operation, energy, waste and raw materials, traffic and transport, nature and landscape, sustainable building and living, and communication. The municipality appointed a project manager, who is head of the city's environment department, and a project support group that is responsible for the overall concept and for developing cooperation among the different task forces and city departments involved. A steering committee assists in promoting the program and helps guide discussions taking place in departments and task forces engaged in environmental work. One output of the process has been establishing the means for monitoring environmental quality in nine areas: water, noise, air, soil, energy, nature, business and mobility.

- **Groundwork Blackburn, UK**

Groundwork Blackburn is a network of 40 non-profit environmental service organizations that deliver practical solutions to environmental problems at the local level. The program can access a wide array of funding and is organized around four themes: improving the physical environment; educating and involving the community; integrating the economy and the environment (especially at small- and medium-sized firms); and conserving natural resources.

Structured as a partnership of national and local governments, the business sector, and local communities, Groundwork Blackburn now comprises 43 groundwork trusts throughout England, Wales and Northern Ireland. Income is from central government (37%), local authority (30%); the private sector (22%), EU (6%) and other sectors (5%).

5.0 EXISTING CITY INITIATIVES, PROGRAMS AND POTENTIAL PARTNERSHIP ORGANIZATIONS

As has been seen from the international and regional experiences highlighted above, city agencies, NGOs, community-based organizations, and the private sector can successfully institutionalize partnerships to meet specific urban development needs at the city and neighborhood levels. The combined impact of targeted and coordinated public/private initiatives in a neighborhood to raise the quality of life and level of services can be significantly greater than uncoordinated public investments (Figure 1).

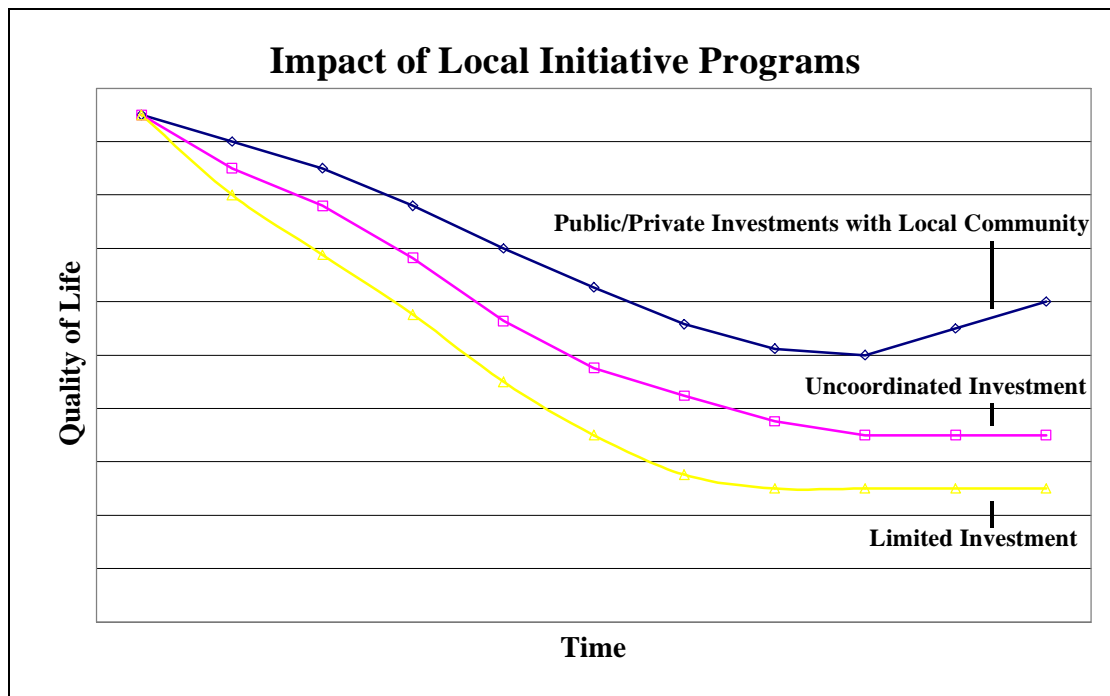


Figure 1. Impact of Coordinated Initiatives

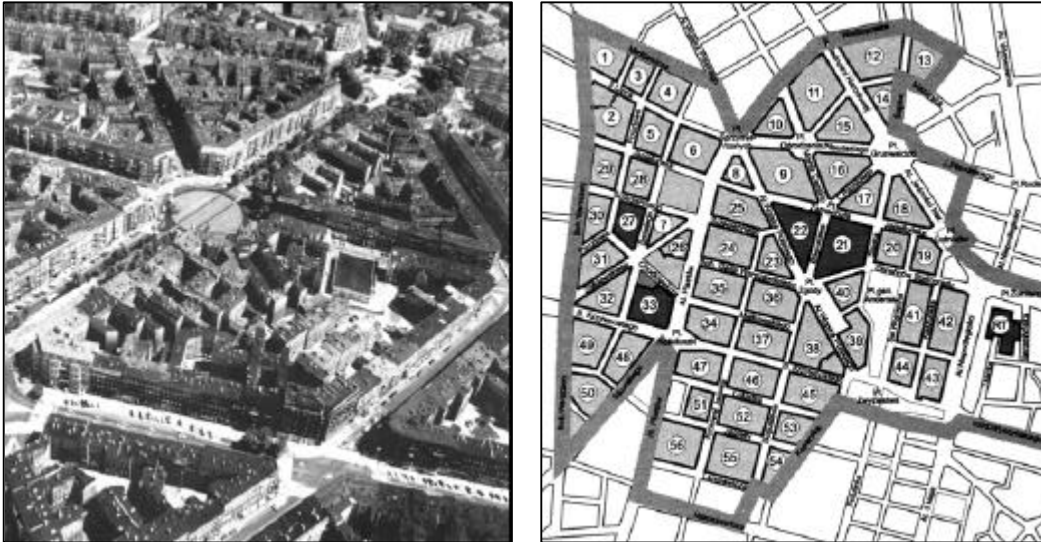
In Szczecin, partnership initiatives have in fact already been developed to address specific development objectives, including some having a spatial focus.

5.1 Existing City Initiatives

- **Renovation Strategy**

Regenerating the city center has been a top priority for Szczecin since the early 1990s, when the municipality began a program to revitalize the housing and commercial stock. A team was created to develop a renovation strategy and oversee the renewal process, and a renovation strategy was adopted, then later updated by the City Council in 1996. The renovation team introduced various approaches, including:

1. A public-private partnership between the city and a private investor, in the form of a joint company for the revitalization of larger areas (Blocks 21 and 22) through commercial and market-rate housing;
2. Packaging of smaller renovation projects for development by local investors;
3. The creation of one of the first social housing associations (TBSs) in Poland to access central government housing funds and to manage social housing for buildings in the city center; and
4. A combination of programs such as the Small Improvement Program and the Home Programs that are co-financed by the municipality and tenants.



Since the early 1990's, the City of Szczecin has taken a proactive approach in developing a renovation strategy and using different development approaches for the revitalization of its city center.

- **Housing Strategy**

The City Council adopted a housing policy in December 1996 to reformulate its activities in key areas, including housing management, development of new housing, housing renovation, neighborhood rehabilitation, and land for new residential development. A Housing Policy Unit was formed in 1998 to update and implement the housing policy.

- **Capital Investment Plan**

Szczecin has institutionalized a rolling three-year capital investment plan that is an important tool in targeting public investments to achieve citywide and neighborhood development objectives.

- **Angora Project**

In the northern area of Szczecin, the city (with EU support) initiated the Agora Project to identify social and economic priorities and produce a series of developed a summary of the issues in the Northern Zone.

- **Safe City**

Szczecin has initiated a Safe City program modeled on community policing models including those in Chicago, Illinois. The program is working closely with youth.

- **Review of Social Programs**

The city recently completed a comprehensive review of social programs throughout the city in cooperation with the Department of Social Programs (OPS), the Church, and the Police. The review was undertaken with the assistance of Szczecin University and will continue with more detailed analysis in different neighborhoods.

5.2 Existing Programs and Potential Partnerships

Neighborhood Services

Services that could be implemented within a neighborhood initiative program might include community services such as youth programs and playgrounds, street cleaning and maintenance of green areas, playgrounds, and parking areas, and upgrading or provision of new infrastructure.

- **Rada Osiedlowa (ward councils)**

In the city, there are 36 councils responsible for organizing local activities. Each is governed by a board that can vary in size from 18 to 26 persons. The councils receive funds and provide city services at the discretion of the City Board. Organizing youth programs is an important function for the councils. They generally lack the necessary organization, staff and facilities to implement projects.

- **Street Associations and Local Development Action Committees**

Street associations and local development action committees can be formed around specific improvement initiatives of residents, such as improving infrastructure services or community facilities. The associations request the city's participation in the joint funding of infrastructure improvements and operate under the authority of the Local Initiatives Acts passed by the City Council in 1996.



- **Program for Small Improvements and “Our Home” Program**

These programs were initiated to support the renovation strategy for the city center and mobilize individual tenants to carry out improvement initiatives. The programs provides city financial assistance for the renovation of common building systems such as roofs, facades, chimneys, common areas and the upgrading of utilities in individual apartments. The program will cover between 25% and 75% of the cost depending on type of improvement. Buildings must have five or more units and owners of apartments who have a legal obligation to participate in the renovation of a building but lack the financial resources.

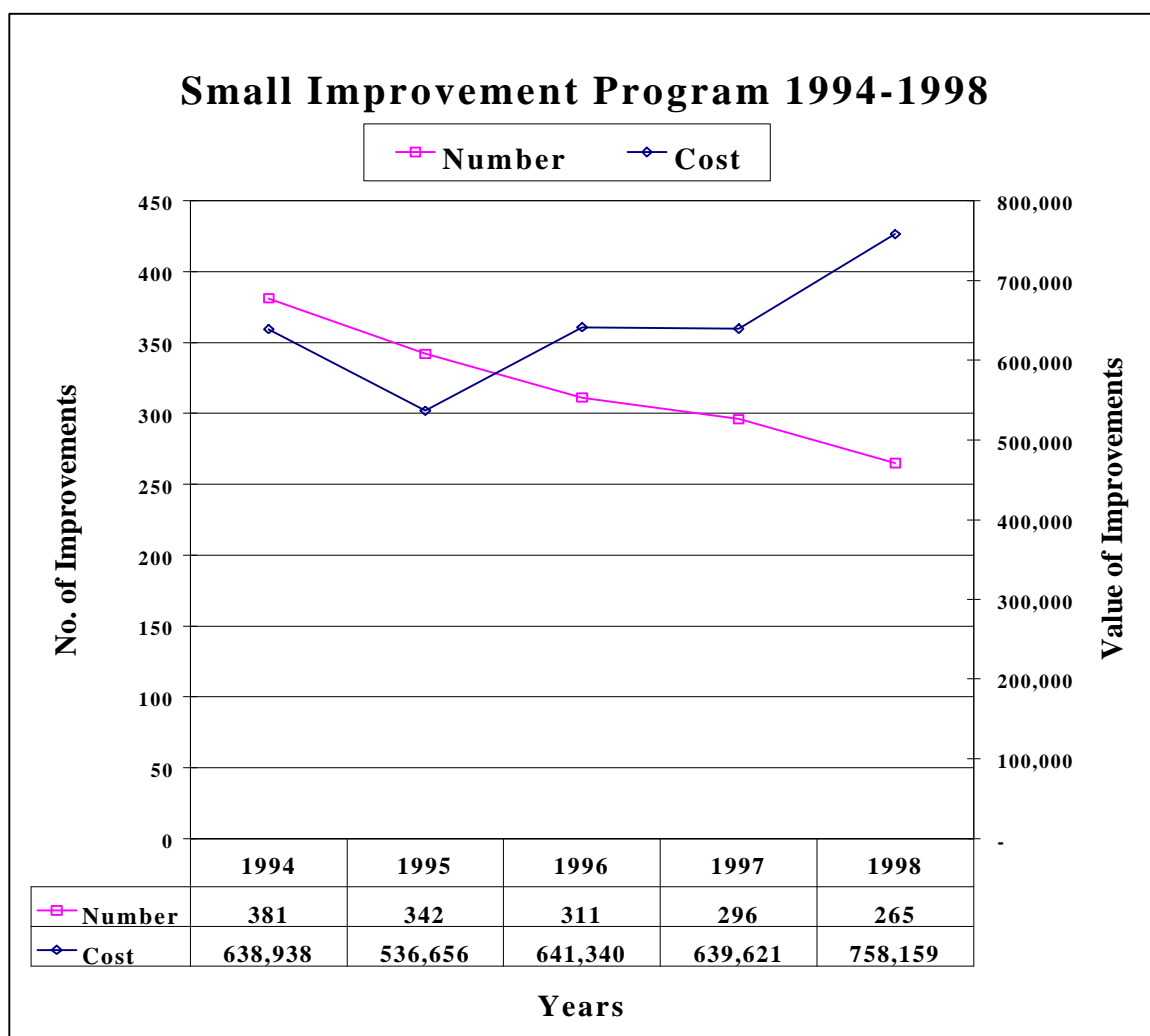


Figure 2. Change in Number and Costs of the Szczecin Small Improvement Program

The program, in existence since 1994, has steadily increased in its funding commitments while the actual number of projects has declined. This is most likely due to a shift from improvements for units in many different buildings to the targeting of the program for units in specific buildings to support the renovation strategy and "Our Home Program". Since 1996, the average cost of the improvements per project has increased from Plz. 2,062 in 1996 to Plz. 2,861 in 1998 (see Figure 2).

- **The Local Initiatives Program**

This cost sharing program for physical improvements has been in operation since 1996. Cost sharing match among the non-municipal partners varies among different sectors and specific projects but is generally in the range of 35 % for city programs in public works, housing, culture, social care and housing as shown in Figure 3. In 1998, for improvements of Plz 1.53 million the city spent .97 million and the city leveraged .56 million from its partners who included housing condominiums, street associations, educational groups and cultural associations. Annex F contains a more detailed analysis of the 1998 program including health care and educational facilities where the city's partners invested considerably more, upwards to 83% of the costs.

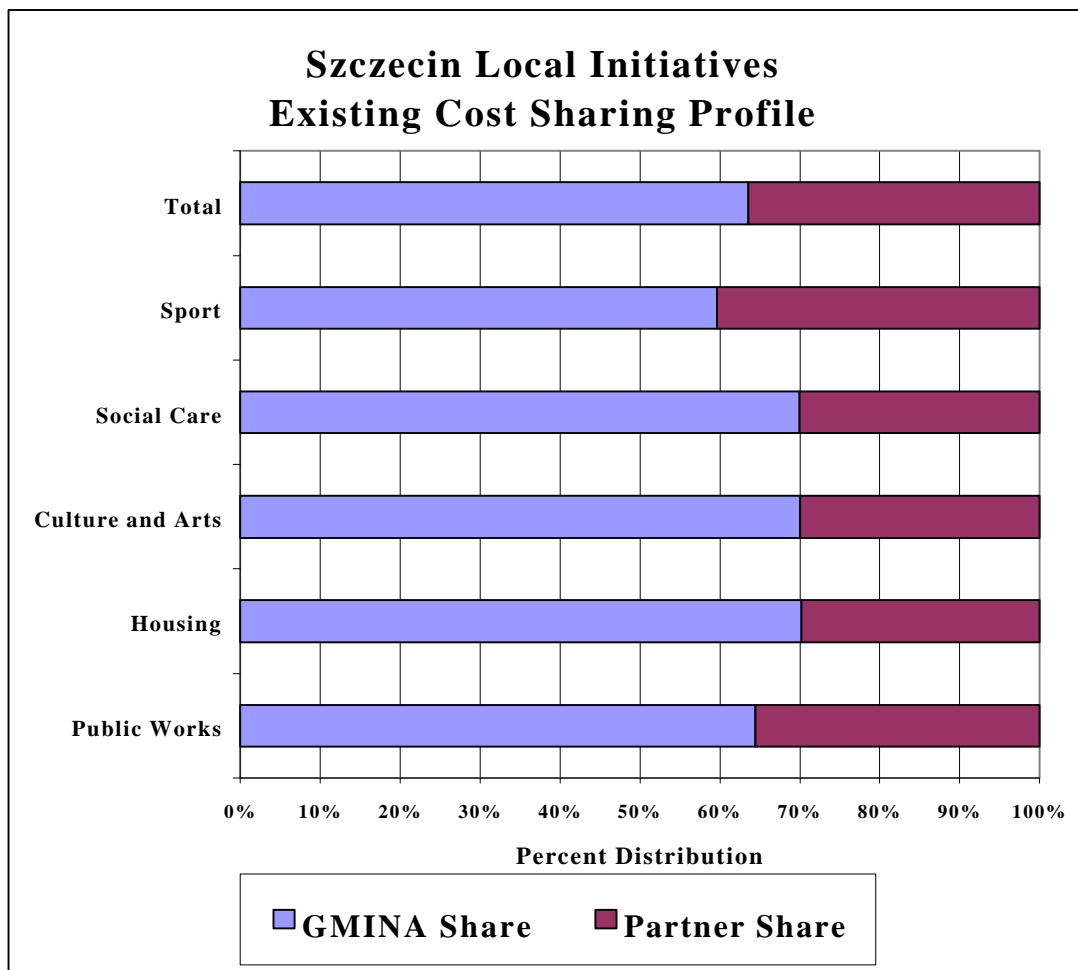


Figure 3. Szczecin Local Initiatives Cost Sharing Profile

Housing Policy

In December 1996, the Szczecin City Council adopted the Housing Policy of the City of Szczecin. The primary objective was to reorient the housing delivery process to include the broader range of groups engaged in providing housing in a market economy and ensure that lower-income families were protected as the municipality began to privatize communally owned units and increase rents on communally managed units to cover operating expenses.

- **TBS Organizations**

In December 1996, the Szczecin City Council approved the legal act leading to the creation of two TBS organizations to meet the policy objectives of the Housing Policy of the City of Szczecin. The two organizations manage portions of the existing communal housing in areas designated for rehabilitation such as the City Center and are also constructing new replacement housing, modernizing existing housing stock. They are also responsible for the planning and feasibility studies required to access credit at preferential rates from the National Housing Fund.

The first organization, STBS (Szczecińskie Towarzystwo Budownictwa Spoecznego) was initiated in December 1996 and currently manages 15 blocks of housing and commercial space at the city center. In addition, STBS is renovating two buildings to be used as hotels for shipyard workers, and three other partially-constructed buildings designated for tenants living in two blocks of the city center. STBS is also renovating Block 27, a project that was initiated by the city and transferred to the STBS to access credits from the National Housing Fund and Block 33, which is in the design stages. STBS is continuing construction on the 300 unit-settlement at Łucznicza/Krasieńskiego and planning to start construction of around 600 flats in various locations, to be used as replacement housing and for people waiting for communal flats.

The second TBS organization called the TBSP (Towarzystwo Budownictwa Spoecznego Prawobrze) was created in March 1998 to initiate new projects on the right bank of the Odra River as well as selected projects in other areas of the city. The TBSP is renovating the area of Stare Dbie which is the old city center located at the right bank and constructing 300 replacement flats at Pucka/Goleniowska Str. In the future the TBSP plans to build 1,200 units at the new settlement called Nad Rudziank for replacement housing and for people waiting for communal flats. In addition, they will begin to privatize small municipal houses (up to 4 families), modernize 3 buildings at Wojska Polskiego, and modernize the facades of buildings at Kaszubska Str. located in the city center.

- **Private Development** Housing developers in Szczecin negotiate with the city over land and infrastructure investments for new developments. The amount of new developer built housing is visibly noticeable in the rapidly expanding suburbs to the northwest of the city.



Successful Partnerships are leading to the rehabilitation of housing on the right bank.



Expanding suburbs to the west of the city are a clear indicator of increased private residential development.

- **Cooperatives**

Once the predominant form of housing construction and management, cooperatives are now focused on managing their existing assets, producing smaller infill projects, or extending existing cooperative housing developments. With the sharp drop in central subsidies, new cooperative housing units are primarily affordable to middle- and upper-income households.

**Existing Programs in Szczecin**

- Local Initiative Programs
- Our Home
- TBS Housing Programs
- Small Improvement Programs
- Co-Financing for New Housing
- Local Services
- Safe City
- Social Programs
- Employment Programs
- Agora
- NGO Small Donation Programs

There are 36 Rada Osiedlowa (Ward Councils) that have the potential to become partners in an expanded Local Initiative Program. Active councils are involved in recreational activities and providing facilities for youth. The elected councils have neighborhood offices in community centers and communal buildings.

Economic Development

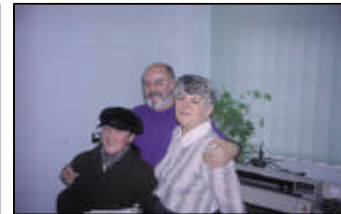
• Szczecin Entrepreneurial Center

The Szczecin Center of Economic Initiatives develops and manages business incubators and helps start-up companies establish and grow their businesses by providing training and consulting services to small and medium-sized private businesses and incubator tenants. The center assists start-up companies with office and retail space at below-market rents and helps tenants lower their fixed costs by providing common support facilities. The tenants come from a variety of businesses: pasta production, dressmaking, forwarding services, repair of medical equipment, ship repairs, computers, architectural, publishing, and advertising. They are all start-ups (less than 1 year old) and are striving to become dynamic companies. The center has prepared more than 100 start-up companies to face full-fledged market competition.



In partnership with and with support from the City, the Center has converted 5 historic buildings into business space with more than 10,000 m² of high standard office, retail, and small-scale production space for over 100 start-up businesses. The SCE managed the entire development process on behalf of the city council.

"I have been following development of the Business Incubator that is operated by the SCE. The achievements thus far have assured me that the decision to create this institution was the right one."
Bartłomiej Sochanski -- Mayor, City of Szczecin



The center also offers real estate services such as project and property management, and advisory services to real estate investors, property owners, and companies that want to build or renovate space. The center recently completed the development of a 3,000 m² Technology Center in Szczecin adjacent to one of its business incubators. The Technology Center provides low rent office space to start-up companies conducting new

technology research or bringing new technology products and services to the market. Tenants may include the local R&D department of a multinational firm, start-up companies established as a result of research at local universities, and the most technology-driven business incubator tenants. A large exhibition hall allows tenants to exhibit products to domestic and foreign visitors, and through contracts with Szczecin universities, the center will provide access to research laboratories.

In addition, the SCP and West Pomeranian economic Development Association, along with 30 other similar training and consulting organizations throughout Poland, has been selected to participate in a project called "FIRMA 2000." This project, funded by USAID, pairs up the center consultants to with U.S. consultants to provide clients with highly technical assistance.

Social Services

- **MOSP (social help centers)**

These centers coordinate social assistance at the neighborhood level. They are typically involved in needs assessment, establishing eligibility for participation in assistance programs, and coordinating social assistance for neighborhoods. As a result of the reorganization of social services as part of the administrative restructuring, new operating strategies are being developed for working with communities and utilizing intermediaries in the provision of services. Social workers are an important link into neighborhoods and have keen sense of the issues residents face.

- **Civic, Culture, Health, and Youth Services.**

In 1998, Szczecin allocated funds to NGOs through six city departments. The total amount of funds available for NGO distribution was PLZ 1,378,795 (\$391,843). Together, the various departments allocated funds to a total of 191 organizations. Between 1997 and 1999 there was a tremendous increase in the number of NGOs in Szczecin, from 300 to 1,000.

**Table 1.0 1998 Distribution of Grant Funds to 6 Departments
Compared to Percentage of NGOs in Each Department**

<u>Department</u>	<u>Allocated Funds (PLZ)</u>	<u>% of total</u>	<u># of NGOs which receive funds</u>	<u>% of total</u>
Unit for Cooperation with NGO	50,500	4%	19	12%
Unit for Business Activity	9,500	1%	3	2%
Unit for Tourism, Sport and Education	380,865	28%	68	42%
Unit for City Culture	165,300	12%	27	17%
Unit for Nature and Ecology	258,900	19%	7	4%
Unit for Health care and Social Services	513,694	37%	37	23%
Total	1,378,759	100%	191	100%

The reorganization of social services has also shifted more of the responsibility for NGO coordination to the municipal level, and there is new legislation being drafted that will

affect how NGOs and government agencies work together and how these agencies can be contracted. In parallel with the development of the new legislation, the Szczecin City Board, through the Office of NGO Coordination, is in the process of drafting new operating procedures for funding NGO activities. They include:

1. Small Donation Program ranging from 2,500 to 10,000 PLZ (\$600 to \$2,500)
2. Grant Funding ranging from 50,000 to 100,000 PLZ (\$12,700 to \$25,500)
3. Contracts with NGOs for two or more years.

These funding instruments will allow the city to continue to fund smaller NGOs and contract with others in the areas of social services, youth programs and neighborhood services.

The Green Federation-- How Szczecin Works with NGOs

The Green Federation is an active environmental organization working in Szczecin. There are about 53 volunteers and five part-time paid members who are the organizers and directors of the ongoing projects and about 53 volunteers. The organization considers itself a youth organization; the average age of the volunteers is 18 years old.

In March 1998, the Green Federation along with other NGO groups approached the city to rent an older building in dire need of renovation on Firlika Street. The organizations share the space with the Green Federation. Each one is responsible for the upgrading of its own part of the building. These groups include the *Center of Independent Culture* (recently created by joining seven associations), two theater groups, the local ornithological society, Lambda Awareness Association, and the Local Youth Activity Group. By bringing together a variety of social groups at one location, operational costs are lowered and there is increased cooperation among the groups. About 245 people will benefit from the use of the Center's facilities.

City Hall Support

Building support. The building has a floor space of 195 square meters with a negotiated rent of \$474 a month. Initially, there was no electricity, telephone, heat, or water. An agreement has been reached whereby the organizations will undertake improvements in return for the city's waiving the monthly rent for a year and a half, with renewable periods based on city inspections of the renovation activities. The NGO groups will benefit immensely from the access to space and the city will leverage resources of the groups through the renovation of a building that would otherwise most likely have remained abandoned.

Program Support. For the past two years, the Health Department of the City Hall has been sponsoring *Teraz Zielonych!*, or 'Green Now!', a series of five youth gatherings throughout the year with speakers from around Poland invited to discuss various topics such as health and the environment. Regional bands are brought in for the accompanying dance with the entrance fee in the form of a collection of recyclable goods such as 5kg. of white paper or six aluminum cans. The Health Department gives \$1200 each year for these concerts to pay for the speakers, bands, and collecting recyclables. Posters and educational materials with the City Hall logo are passed out during the gathering. Many of the local youth have a difficult time relating to the local government because of a lack of understanding or past historical problems. *Teraz Zielonych* allows the City Hall to connect with the youth by offering activities that are lacking under the current system.



6.0 PROPOSED LOCAL INITIATIVE PROGRAM

6.1 Objectives of the Program

In Szczecin, the objective of the Local Initiative Program is to structure the institutional support and financial packages that will encourage city and community organizations to improve environmental and social conditions and maximize the leveraging potential of public and private inputs (figure 4). The partnership structure can be particularly effective at the neighborhood level where the agreement can address immediate needs and resident concerns. The partnership structure can also build on district level initiatives such as those under discussion for the Northern Zone. A summary of the Angora project in the Northern Zone of the City, which will draw upon outside resources such as the EU for the funding of social and job-training programs, is provided in annex A

The Szczecin Local Initiative Program can become a component of a citywide strategy aimed at addressing the social and economic problems of households and businesses located in marginalized neighborhoods. The proposed program would:

1. Institutionalize a legal and administrative framework to implement participatory approaches to the revitalization of neighborhoods such as the Northern District.
2. Build the capacity of local officials, community leaders, property owners, and residents to engage productively in collaborative actions that will revitalize neighborhoods.
3. Develop operational revitalization strategies and programs that are affordable to the city and the residents and carry a tolerable level of shared risk to achieve the desired revitalization objectives.
4. Explore alternative financing options including incentive-based programs to improve infrastructure services, housing and open spaces.
5. Field-test selected options to assess their effectiveness and evaluate the performance of various partnership and risk-sharing agreements under different neighborhood conditions.

"Before you had to go from one institution to the next with no response from the officials. Thanks to the new program (for Social Services) being implemented by the City and Szczecin University, things should change." People are starting to change some things. A choir was organized in school, since last summer there is a club for the elderly in cooperation with an association for diabetics. The Skolwin Friends Association was formed and there is also a Family Counseling Center.

Excerpt from Szczecin Newspaper, March 1999

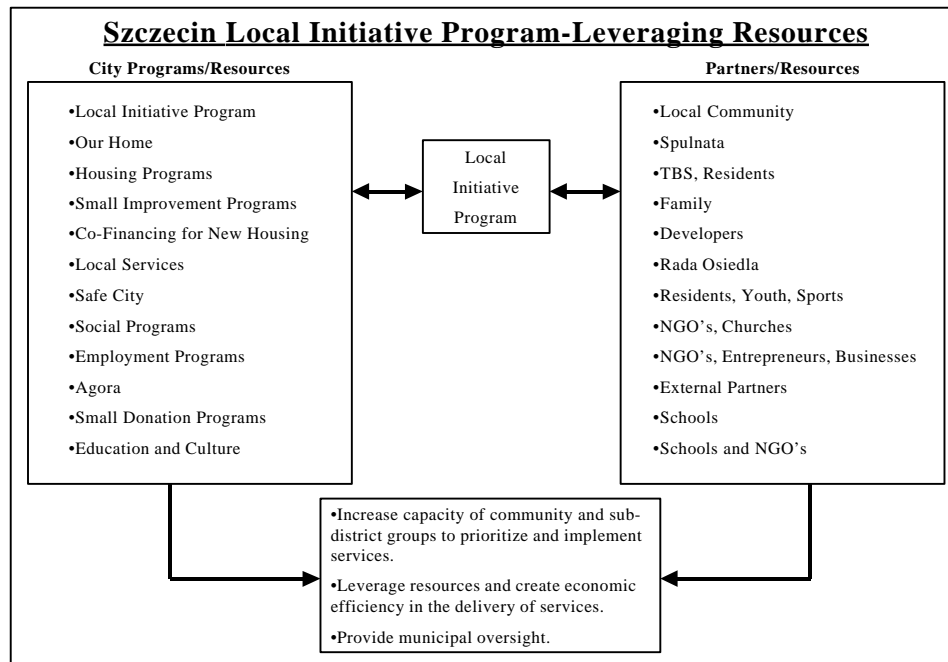


Figure 4. Szczecin Local Initiative Program-Leveraging Resources

6.2 Advantages of the Partnership Structure for Local Initiatives in Szczecin

The Directors of various City Departments involved in providing neighborhood services, have indicated an interest in developing an institutional structure that will improve the effectiveness of the services they are providing. Currently, with many different programs working within a neighborhood it is difficult to coordinate and there is considerable overlap in function and the delivery of services (Figure 5).

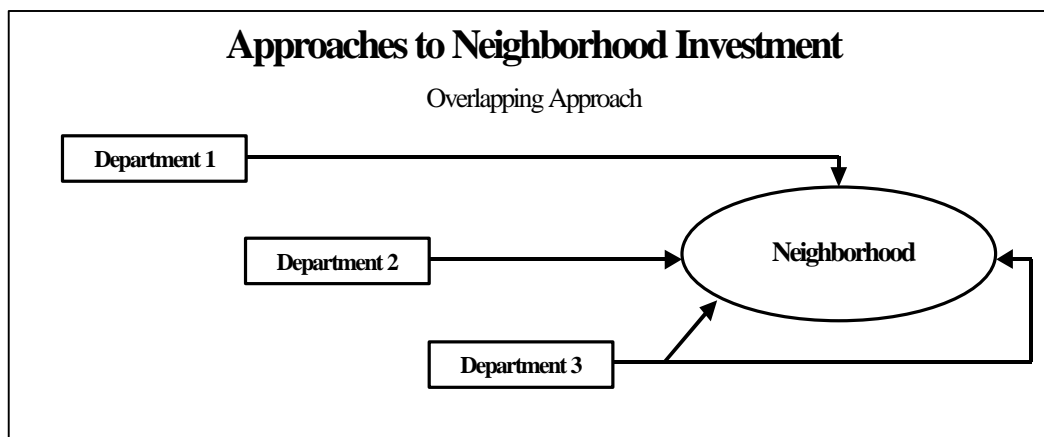


Figure 5. Overlapping Approach to Neighborhood Investment

The partnership structure at the neighborhood level helps to define services with the highest priority where coordination will leverage private initiatives and the impact of municipal assistance (Figure 6). The development of a partnership program for a specific neighborhood allows municipal programs to complement each other and encourages city resources and programs to build upon each other in a spatially focused manner.

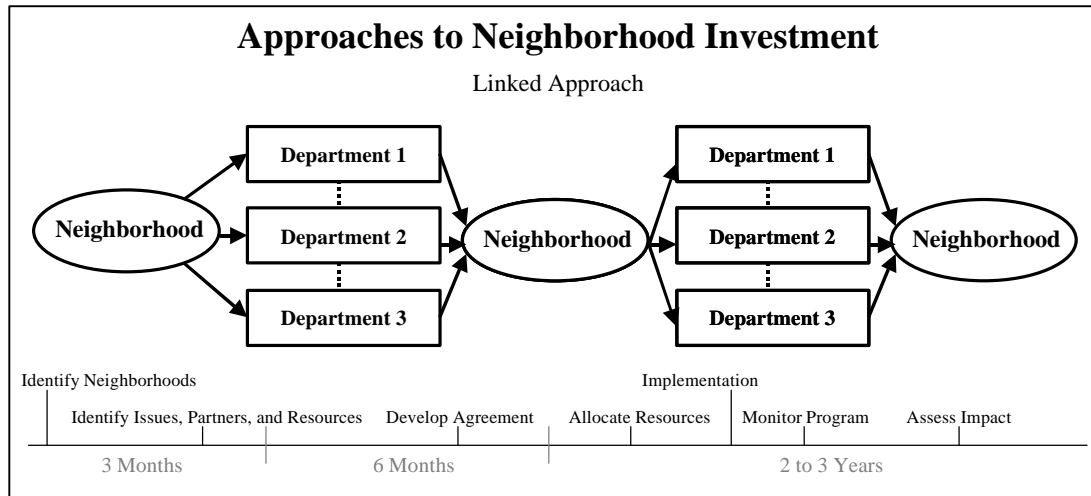


Figure 6. Linked Approach to Neighborhood Development

A linked approach identifies the critical areas in which different City departments need to work with each other and avoids the need for excessive coordination, which tends to over-emphasize "process" at the cost of producing actual results. Within a partnership structure, city departments and other partners can define their roles and responsibilities, work together as necessary when implementing projects and use monitoring and project assessment tools to measure their impact and contribution to meeting the major objectives of the partnership program. Distinct advantages of partnership approaches include:

Partnership programs increase the capacity of community and sub-district groups to prioritize and implement service.

- Help to organize and mobilize community initiatives and leadership in disadvantaged neighborhoods, and develop avenues and a capacity for self-initiative;
- Identify priorities and assign responsibility for implementation among different city departments, resident groups, and NGOs; and
- Provide long-term support for NGOs to become effective implementers of programs.

Partnership programs create economic efficiency in the delivery of services.

- The development of a partnership program for a specific neighborhood allows municipal programs to complement each other;
- Direct city resources and programs in a spatially focused manner; and
- Leverage private resources among residents and matching resources from other programs.

Partnership programs provide for an appropriate level of municipal oversight.

- The city can direct resources to priority programs that support citywide strategies (for example, housing strategy, safe city, or youth programs); and
- Monitor program for impact and provide financial oversight.

6.3 Strategic Planning and Local Development

Strategic planning at the District Level can provide a framework for decision making and resource allocation to address the challenges of neighborhood development. Linking opportunity driven approaches within a context of broader economic, social and environmental objectives can significantly enhance the impact of a local initiative program (see Figure 7 and Figure 8).

Public, NGO and private funding will often differentiate their planning, financing and managing of development activities at the regional, city-wide and neighborhood levels. District-wide initiatives such as the upgrading of trunk infrastructure can encourage resident investment in infrastructure and housing at the neighborhood level. Stemming vandalism by youth of the regional bus system and creating alternative recreation programs is linked to increasing the transportation options for local residents to access jobs. Regional job training programs developed with employers can be linked to increasing economic opportunities for residents in lower-income neighborhoods.



Good transportation links and job skills training programs can enhance economic opportunities for residents in lower-income neighborhoods. Encouraging resident investment in infrastructure and housing can activate local interest in neighborhood projects.

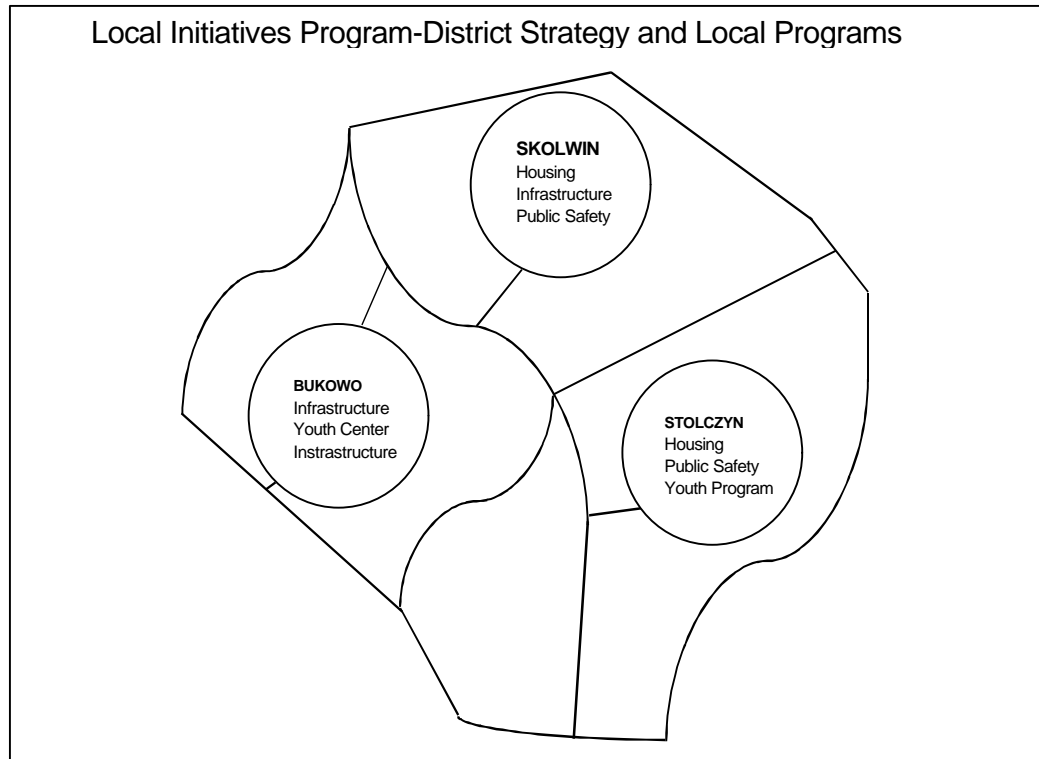


Figure 7. District Development Strategy and Local Programs

Figures 8. Reinforcing Initiatives at the District and Neighborhood Level

<u>Strategic Objective</u>	<u>District-Wide Initiative</u>	<u>Local Neighborhood Initiative</u>
Increase Economic Opportunities	Job-Training Program	Maintenance contracts for public areas with local residents
	Regional Training Center and Incubator	Local outreach with Rada Osiedlowa
	Safe Transportation Linkages to local of Jobs	Bus-Stops located in safe areas with lighting. Work with police and social workers on youth vandalism of buses
Youth Programs	Safe City, Youth and Culture Programs	Play grounds, sports facilities and programs with Rada Osiedlowa and NGOs
Infrastructure	Improvements to Bulk and Connecting Infrastructure	Small Improvement Program for street and building systems
Housing	Housing Strategy for Northern Zone	Renovation, land purchase, affordable housing for lower-income families and housing opportunities for middle income families

Figures 7 and 8 illustrate how an expanded Local Initiative Program can leverage resident initiatives within neighborhoods and build on District level investments including infrastructure and social programs.

6.4 Organizational Structure

A common feature to the successful programs outlined earlier is a commitment on the part of the municipality of staff and resources to initiate and organize local activities in neighborhoods where community-leaders have not yet emerged and to assist those community leaders who have taken initiatives.

Another common feature is the use of partnership committees that create the opportunity for a broad set of groups to work together with the city acting in the role of facilitator and convener of the partnership process. Partners in Szczecin could include commercial enterprises, municipal departments and affiliated organizations such as the Rada Osiedlowa, community-based organizations such as street and neighborhood associations or a neighborhood church, NGOs such as the Szczecin Enterprise Center and educational institutions such as Szczecin University which is currently working with the city to assess social services. Basic groups within a partnership structure and outlined in Figure 9 include:

- **Local Initiatives Team**

To support the program, it is recommended that the Szczecin appoint an inter-departmental team to work with local residents, associations, NGOs and other city departments. The composition of a core team should include representatives of key city agencies that would be involved in the program. Members should maintain their positions in their respective departments and continue to report to their department heads. The core team would help define the program, liaison with senior city officials and develop the operational procedures including outreach, implementation, monitoring and follow-up.

An expanded team could be developed for a particular neighborhood to include city departments involved in the neighborhood and also include the Chairperson of the Rada Osiedli for the particular neighborhood. The expanded Team would assist the partnership committee to define the program for their particular neighborhoods and help to undertake the necessary research of existing programs and priorities through meetings within the community and surveys when appropriate. Team members working closely with the neighborhood should have good community outreach skills.

- **Standing Committee for City Development**

The Standing Committee should consist of directors of key departments that would work with the Local Initiatives Team to ensure coordination among city strategies, funding and implementation programs. This will help to integrate the inputs from different departments into projects being developed for the various neighborhoods, link to city funding cycles and help to resolve implementation and monitoring issues which arise when different groups are working together.

- **Partnership Committee**

A partnership committee would be developed for each designated area involved in the local initiative program. Persons serving on the committee could include representatives of key agencies working in the area, private businesses, civic

leadership, churches, NGOs and residents. The partnership committee would work with the city to define the priority issues within the neighborhood, such as social, youth, and sports programs, economic development and job training, operation and maintenance of neighborhood open space and social facilities, or housing revitalization. The partnership committee would work out a plan with the Local Initiatives Team to write the agreement and undertake their respective areas of action.

- **City Board and City Council**

The City Board is responsible for appointing a working group of representatives from city departments and other organizations, proposing the program, appointing a core local initiatives team and seeking the approval of City Council for the expanded Local Initiative Program.

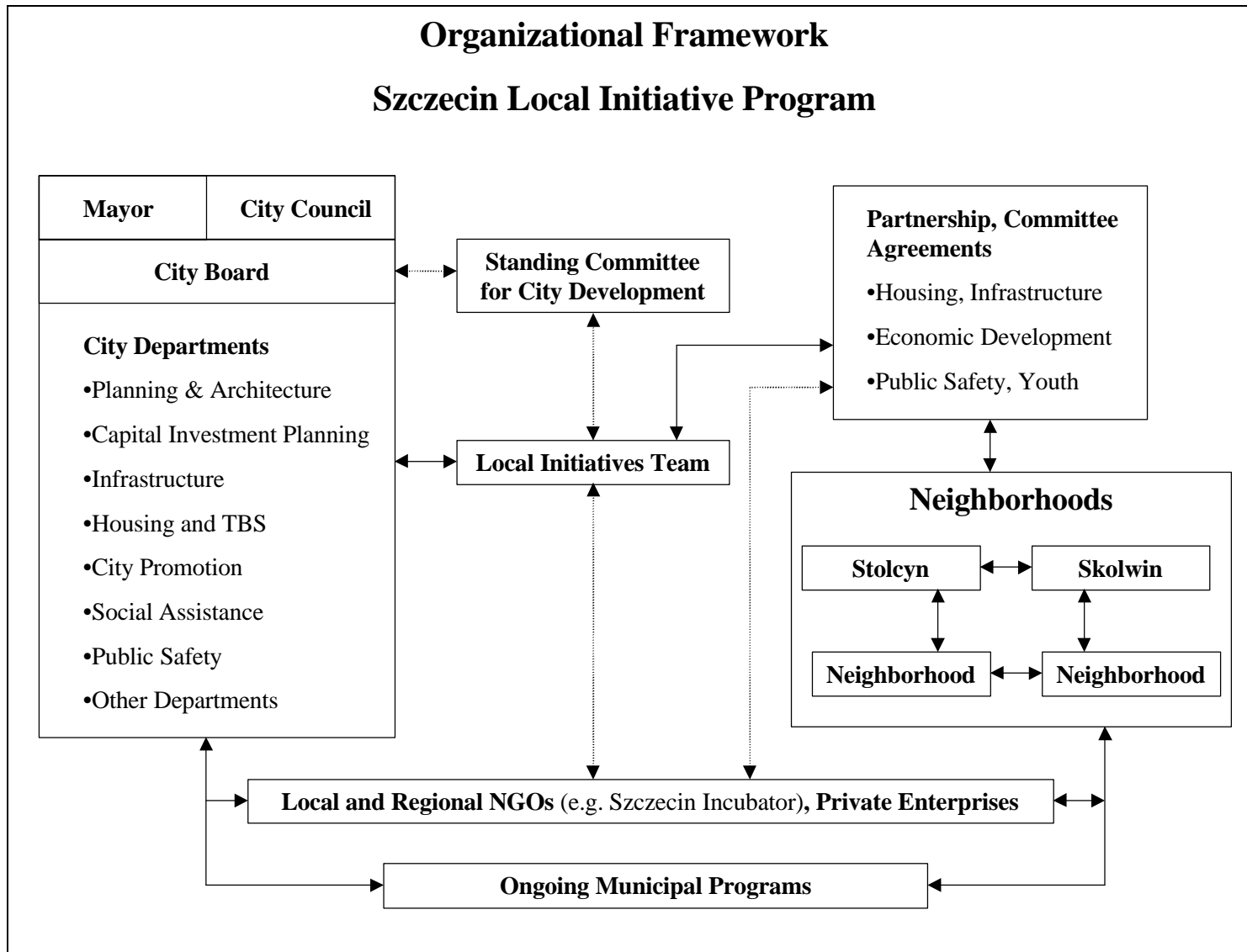
- **City Departments**

An expanded Local Initiative Program working through partnership instruments can promote better collaboration among city departments in delivering services to marginalized neighborhoods. The Local Initiatives team would work with City departments to secure commitments for their respective work within a partnership agreement and assist them in structuring sub-agreements with residents and NGOs.

- **Local and Regional NGOs**

With the tremendous growth in the number of NGOs in Szczecin, there is an opportunity to leverage the human and financial resources of groups working within neighborhoods. The two cases highlighted in this report illustrate how the city can partner with NGOs and how in certain cases, these NGOs can leverage funds from outside the greater Szczecin community including private sector funding and regional and national funds.

In developing an expanded Neighborhood Initiative Program, the city can begin to distinguish among community-based organizations that have the capacity or the potential capacity to deliver services that meet the objectives of a partnership agreement and build the capacity of local groups to provide these services by providing longer-term contracts.



6.5 The Enabling Environment

In Szczecin, the city could initiate a local initiatives program within its current legal, financial, regulatory structure. The current instruments available include:

- **Local Community Initiatives Act**

Act No. XXII/267/96 of the City Council--Organizing and Refinancing Local Community Initiatives

- **Financing of Technical Infrastructure**

Act No XXI/286/96 of the City Council --Planning, Financing and Realization of Technical Infrastructure in the Building areas in the Szczecin Commune.

- **Program for Small Improvements and Our House Project**

The program provides financing of renovations of common building elements such as stairs, roofs etc. Participants include the residents of the buildings.

- **NGO Support Grants**

The City is redesigning its support to NGOs to incorporate three levels of grants, ranging from operating support funding for NGOs to longer contracts for services.

Discussions with city officials highlighted how these programs can be drawn upon to develop a neighborhood initiative program that has a spatial focus and creates an impact that leverages additional resources. Partner organizations and commercial firms can also provide funding and inkind contributions. Examples include the Szczecin Enterprise Center and the Green Foundation's reuse of old buildings and their ability to raise inkind funds.

- **Other Funds**

The advantage of the neighborhood initiative program is the ability to leverage funds from sources outside including national funds for housing; regional EU funds for social and environmental projects and specialized funds that are often made available to initiatives undertaken by NGOs in association with bilateral funders such as USAID or foundations such as the Ford Foundation.

The city can develop agreements to work with potential partners at different levels and within different time periods. For example:

1. A partnership agreement can be developed at the neighborhood level among key partners over a longer time period, for example three years during which they would enter into a separate agreements, for example a street association, that wants to upgrade its street.
2. A district-wide activity such as training would involve NGOs, city agencies, and neighborhood outreach.

7.0 DRAFT WORK PLAN FOR SZCZECIN LOCAL INITIATIVE PROGRAM

Activities	Outputs	Dates
1. Appoint Working Group of city representatives and NGOs in sectors of relevance to the potential pilot areas 1.1. Negotiate broad principles of project 1.2. Identify potential modalities of collaboration among sectors (e.g. social, economic, housing, infrastructure programs) 1.3. Conduct site visits to potential pilot areas and identify local improvement groups	1. Workplan for the first six months,. 1.1. Identify jurisdiction and competencies of neighborhood groups, including dynamic initiatives and activities and where there are key gaps. 1.2. Organizational and Financial Structure for working with residents and resident organizations 1.3. Structure of relationship with appropriate authorities 1.4. Identify key issues in potential neighborhoods and sub-areas and develop description of physical, social and economic conditions	
2. Agreement with City Board and City Council of project basis including appointment of core local initiatives team	2. Approval from City Board and City Council 2.1. Brochure describing program	
3. Identify Neighborhood (s) for pilot 3.1. Start dialogue with residents and neighborhood representatives, e.g., rada osiedla and neighborhood-based city representatives and other groups including NGOs 3.2. Identify specific city and other programs to support initiatives 3.3. Determine boundaries for local initiative 3.4. Test structure for the pilot at neighborhood and local government levels	3. Methods/Tools 3.1. Community meetings, surveys, household visits if appropriate 3.2. List of Programs 3.3. Map 3.4. Organizational Structure in Place, Draft Agreement (s)	
4. Financial Analysis 4.1. Identify key financial issues: 4.1.1. Affordability, resident potential to participate in cost sharing and self-financed improvements 4.1.2. City potential to participate in programs 4.1.3. Private and NGO Sources	4. Financial Analysis 4.1. Potential Municipal Funding 4.2. Potential Resident Funding 4.3. Other Funding Sources	

Activities	Outputs	Dates
5. Develop Preliminary Proposals for Pilot Site (s) 5.1. Identify short-term and long-term improvement programs at the district and neighborhood levels 5.2. Assess affordability 5.3. Assess neighborhood initiatives already undertaken 5.4. Dialogue with neighborhood residents on specific projects and programs 5.5. Assess willingness of residents to invest in improvements 5.6. Assess potential for income-generating activities 5.7. Conduct inter-departmental meetings to identify existing and planned programs and city redevelopment strategies 5.8. Assess appropriate basis for neighborhood improvement projects.	5. Proposed Initiative Program 5.1. Technical Proposal for Improvements 5.2. Proposal for Social and Economic Programs 5.3. Proposal for Participation with residents and other partners Proposals for: (1) district-level programs or citywide initiatives implemented by public or NGOs; and (2) neighborhood level programs that can be implemented by community members, partners, and city agencies.	
6. Finalize Agreement 6.1. Prioritize Projects and different levels, 6.2. Identify responsibilities and commitments of all parties 6.3. Agree on time line (s) 6.4. Develop monitoring and impact evaluation criteria and procedures.	6. Finalize Agreement 6.1. Signed Agreement, 6.2. Secured Financial Commitments and Personnel 6.3. Implementation Schedules 6.4. Monitoring Program to measure Impact and Leveraging Factors.	
7. Sign Agreement	7. Public Event	
8. Implement 8.1. Secure commitments for projects and programs including city-wide initiatives, NGO initiatives, and others (e.g., Agora)	8. Completed Projects	

8.0 ANNEXES

8.1 Summary of the Northern Zone of Szczecin

8.2 Summary of Strategy Oriented Organizations

8.3 Boston Partnership Program, Leveraging Community Inputs

8.4 Szczecin TBS Organizations

8.5 Szczecin Center for Economic Initiatives

8.6 Summary of Small Improvements Program-1998

8.1 Summary of the Northern Zone of Szczecin¹

Background

The district of Polnoc comprises 6 distinct areas, including, Bukowo, Golecino-Goclaw, Niebuszewo, Skolwin, Stolzyn 14.7, Warszewo and Zelechowa. Golecino-Goclaw and Stolzyn are the largest areas, encompassing 14.8 sq. kms and 14.7 sq. kms respectively. The smallest area is Niebuszewo. There are 51,288 total inhabitants in Polnoc, (12% of total inhabitants of Szczecin), and population density is 841 persons per 1 sq. km (as opposed to 1,391 persons per sq. km for Szczecin).

Geographically, Polnoc serves a variety of functions. While there are scant natural resources in the district, the distinct layout of the land encourages the usage of the area for tourism, sports facilities and recreation centers. In the northwest part of the district, forests cover an area of 4.2 km², which is 8% of the total forest area of Szczecin. The eastern portion, including the coastal islands, is also wild in some areas. Certain areas of Polnoc are more suited to industrial development, including the immediate vicinity of the river and the Zelechowa district, where there already are concentrations of older factories and warehouses. As part of the Port Project in Szczecin, areas adjacent to the Odra River are currently being considered for development.

It has been suggested for the purposes of regional site planning that Polnoc be divided into three sections: the Odra River area, to be used for industry, general commercial activity and the Port of Szczecin; the slopes of the Warszawskie Hills, to be used for agriculture parks and green space; and the Upland portion of the Warszawskie Hills, to be used for housing and service provision locations.

Employment

The largest employers in the Polnoc district are the Szczecin Steelmills, the Skolwin Paper Mill and the Odra-3 Hydraulic Engineering Building. Located within the District are branch functions of other large employers including Transocean, Gryf, Deep Sea Fishing Enterprise, and Szczecin Port Authority.

There are a total of 3,749 companies where 5 or more people are employed. Small firms prevail and there is also a significant number of persons registered in one person firms.

Housing

In 1995, there were 16,329 apartments in the Polnoc district or 12% of the dwelling units in Szczecin. Thirty-seven percent of the flats are communal housing compared to an average for all of Szczecin of 31.6%. The regions in Polnoc with the most housing units are Niebuszewo and Zelechowa, a breakdown of the housing situation in Polnoc is as follows:

- Number of persons per flat- 3.05
- Functional surface space per person – 18.00 sq. meters

¹ Summary of report on *Szczecin - Polnoc (North) characteristics of the District, January 1997*. Szczecin City Council, a project funded by the European Union.

- Functional surface space per flat – 55.0 sq. meters
- Number of households per flat – 1.08

Social Services

- *Basic Social Problems*

Widespread poverty is certainly one of the most pervasive problems in Polnoc. Families with low incomes are not able to pay high rents and must move to sub-standard housing with low standards of infrastructure. Reports point out that homeless is also an issue for a growing number of families. These poor settlements contain a concentration of social problems such as alcoholism, drug abuse, and prostitution. A number of households (383) have been found to struggle with alcoholism and drug addiction representing 31.8% of all households struggling with alcoholism in Szczecin.

Some of these concerns are being addressed through various public and private organizations. There are 5 centers for social welfare run by the Municipal Center of Social Assistance. Assistance is granted to 2,147 households (13% of all households). The range of assistance provided includes: unemployment benefits to 830 households, fixed allowances to 325 households, medical assistance for medicines to 74 households, pregnant women and single mother allowances for 89 households, bar meals for 312 households, care services for 205 households, and other allowances for 2 households.

Other centers include the Dependencies Therapy Center, the Social Assistance House, Foundation Family House in Lysogory for Mentally Handicapped Orphans, and the Regional Foundation for Struggle Against Cancer. In addition, NGOs and churches provide social assistance.

- *Public Safety*

Overall crimes from 01/96 to 010/96 in the Polnoc district amounted to 660, or 10.5% of all crimes committed in the entire city of Szczecin. Of the 660 crimes, 55% were burglaries, 42% were thefts and 3% were robberies. The most criminal activity occurred in the regions of Golecino-Goclaw and Zelechowa. Polnoc is controlled by two police forces: II KPR, and IV KRP.

- *Public Health*

In the entire district of Polnoc, there are two health clinics and one hospital. In all of Szczecin, there are 107 clinics (17 regional), and 9 hospitals. Four regional clinics are providing care in Polnoc; however, two of these service other districts as well. These regional clinics include:

- PR No. 13 – attending to 34,115 people
- PR No. 14 – attending to 11,000 people
- PR No. 15 - attending to 8,600 people
- PR No. 16 – attending to 6,100 persons

In addition to the public health facilities in Polnoc, private organizations and practitioners help to alleviate the shortage of proper care. There are a total of 90 persons performing

health duties, 61 persons performing stomatological services and a variety of nursery services.

- ***Education***

There are 7 public kindergarten schools in Polnoc (of a total of 80 in Szczecin) and 7 primary schools, (of 62 in Szczecin) and 3 “OverPrimary” Schools, including a Mechanical Technical School, a Mechanical and Electrical Technical School, and a Shipbuilding Technical School.

Other education centers include schools for deaf children, handicapped children, and a school for the socially maladjusted. In addition, there are a number of education-related associations acting for the benefit of enriching the school system.

Culture and Art

The only existing institutions relating to art or culture are 9 Municipal Branch Libraries (of 51 in the entire city of Szczecin) and some NGOs, including the Society of the Friends of Italy.

Infrastructure

- ***Water Supply***

Polnoc district is supplied from three intakes including Skolwin, Arkonka, and Maja with total productivity of 10,000 m² per day and from the Pilchowo intake in the Police area, in the amount of 22,000 m² per day. Two major industries are supplied by the local Polnoc water system, including the Skolwin Paper Mill and the Szczecin Shipyard. The water system connected to private homes; however, it is in a state of disrepair and experiences periodic failures.

- ***Waste Water Disposal***

The Northern section of town is not adequately supplied with a sanitation system, only a rain sewerage system which serves as a combined sewage system. Grey water is removed by drains, melioration trenches, and rain canals directly into the Odra River. The sewerage system is in a state of disrepair.

The only existing municipal water-water treatment plant is Grabow, a mechanical cleaning plant built in 1928, which carries about 14,000 m² of waste water annually. The plant is in need of repair or replacement. There are two container wastewater treatment plants at Dzielnicowa and Dabrowki streets.

- ***Heating Services***

Polnoc district is the least-served area in Szczecin as far as heating is concerned. Only Neibuszewo and Golecino-Goclaw are connected to the municipal network. The other areas are heated by local boiler houses or individually heated by fireplaces, etc. There are a total of 12 local boiler houses in Polnoc; two are gas fired and the other 10 are coal powered. These heating systems are old and in a state of disrepair.

- *Electricity Services*

Three power supply stations serve the Polnoc district supplying the transformers with 15kV by underground cable or overhead lines. It will be necessary to construct two new power supply stations for Warszewo and Grabow to meet demand.

- *Telecommunications*

The supply of telecommunications in Polnoc does not cover the demand. In 1997, two new communication centers will be built to improve services.

- *Local Roads*

The Municipal Urban Engineering Department is responsible for road upkeep. The lack of a circular road around the district causes traffic and hazardous material to be transported through the center of town.

8.2 Summary of Strategy Oriented Organizations

The Hague: Organizing the Local Agenda 21 Process

In 1995 the City of The Hague set up an organizational framework to promote further urban activities in environmental areas. Task Forces were set up in seven areas: International co-operation, energy, waste and raw materials, traffic and transport, nature and landscape, sustainable building and living, and communication. Anyone can join a task force.

To coordinate municipal investments, the municipality appoints a project manager and a project group, they are responsible for the overall concept, public relations and the cooperation of different actors. The project leader is the head of the environmental department within the City Management Service. The project is administered by a secretary and a project group of six, each with specific responsibilities and expertise.. A steering committee assists in promoting the program and guiding discussions in departments and task forces involved in environmental work.

They have developed an environmental monitor as means of monitoring environmental qualities in nine areas: water, noise, air, soil, energy, nature, business and mobility. The indicators must be a representative feature of the area concerned, the municipality must have the power to influence the indicator, it must be quantitative and signal an improvement.

Leicester, UK

Leicester, a city of 272,000 residents has 2,000 industrial companies employing 45,000 persons. The City set up eight specialist groups with representatives from public, private and voluntary sectors to guide and develop action around selected environmental matters. The eight groups are structured around the following issues: energy, build environment, natural environment, social environment, economy, work and transport, waste and pollution and food and agriculture.

Each group is in charge of the creation, establishment and implementation of projects. Model of comprehensive action is based on: Cross-departmental approach, emphasis on solutions rather than problems, partnership implementation, foster communication and information exchange. Outputs, surveys relating to energy, the environment, environmental reviews of businesses, wildlife, tree planting, cycle routes. Demonstration projects such as cleaning and maintaining a river park, tree planing, cycle route recycling. The program is organized around an independent charitable trust with overall executive responsibility for co-ordination. It is supported by city council task forces to encourage coordination among city departments, a business sector network (limited participation) and voluntary groups. The program received 1.2 million ECU funding from the EU Life program.

Blackburn Partnership

Groundwork Blackburn is a local network of 40 non-profit environmental service organizations that deliver practical solutions to environmental problems at the local level and access a wide array of funding.

It is organized around four themes:

- Improving the physical environment
- Educating and involving the community
- Integrating economy and the environment, especially at small and medium sized firms
- Conserving natural resources

Different streams of activity include:

- Practical Regeneration Action, focus on road, rail and canal corridors, on vacant industrial land and on improving industrial and commercial premises, they have planted 145,000 trees, 6,500 meters of footpaths, 125 hectares of land have been treated and more than 5,500 people have been involved in projects and green gangs training and jobs.
- Hearts and Minds, education
- Community-oriented activities to raise awareness for environmental issues. Egg local residents to plant 30,000 bulbs each autumn. Environmental education through curriculum support, cleaning of school grounds and community gardens.
- Business Action
Provides advice and support for environmental management services, communication links to company groups, regeneration of landscape by independent Landscape Design consultancy and Brightside scheme to regenerate degraded public lands. A five-person team offers practical advice.

It is structured as a partnership between national and local government, the business sector and local communities. There are 43 groundwork trusts throughout England, Wales and Northern Ireland. 37% of income from central government, 30% from local authority, 22% from the private sector, 6% from EU and 5% from other sectors. A key point is the establishment of partnerships with central government, local government and community. A multi-agency partnership at the local level is critical.

8.3 Leveraging Resources, the Boston Neighborhood Partnership Program

Goal	Agents	Agreements	Implementation
Neighborhood Housing Development	Neighborhood-based Associations	<ul style="list-style-type: none"> will attempt to acquire sites in the area and solicit housing development proposals for them 	<ul style="list-style-type: none"> partners with a national NGO to build elderly housing with central funds, builds smaller projects with state and private sector funds.
	City Departments	<ul style="list-style-type: none"> will assist Neighborhood Associations with acquiring sites will provide infrastructure improvements for new developments 	<ul style="list-style-type: none"> assists with permits and approvals
	City of Boston		<ul style="list-style-type: none"> provides funding for demolition and the renovation of developments
Vacant Land Management	Neighborhood-based Associations	<ul style="list-style-type: none"> will identify vacant and neglected parcels in the area will identify illegal dumping activities on area properties 	<ul style="list-style-type: none"> organizes clean-up sessions and community awareness around vacant parcels
	Public Facilities Department	<ul style="list-style-type: none"> will identify which abandoned parcels belong to the city and which parcels can be foreclosed will assist in the clean-up of vacant parcels 	<ul style="list-style-type: none"> cleans-up city owned parcels
	Police Department		<ul style="list-style-type: none"> responds to neighborhood reports and prohibits dumping on vacant parcels

Goal	Agents	Agreements	Implementation
Open Space Enhancement	Neighborhood-based Associations ⋮	<ul style="list-style-type: none"> will promote green space potential among community residents will create a communal green space plan for the area 	<ul style="list-style-type: none"> helps educate residents on caring for open spaces maintains green areas
	City Departments ⋮	<ul style="list-style-type: none"> will help identify and free-up control of abutting green space property areas will assist communities in recognizing a community green space plan 	<ul style="list-style-type: none"> assists residents in acquiring land for green spaces by transfer of use and funds for maintenance.
	City of Boston		<ul style="list-style-type: none"> provides funding and land for communal green spaces
Economic Community Development	Neighborhood-based Associations ⋮	<ul style="list-style-type: none"> will organize existing community businesses and formalize their needs will report on business services needed and desired in the area 	<ul style="list-style-type: none"> fosters support for existing and new area businesses
	City Departments	<ul style="list-style-type: none"> will assist Neighborhood Associations in revitalization schemes will identify funding sources from city, state, and national grants and help the neighborhood reach compliance for these funds 	<ul style="list-style-type: none"> provides funding opportunities for physical improvements provides staff to assist the Neighborhood Associations' efforts to promote area businesses implements proposals from Neighborhood Associations

8.4 TBS Organizations

In December 1996 the Szczecin City Council approved the “Housing Policy of the City of Szczecin” and at the same time approved the legal act to create two TBS organizations.

The first was called the STBS (Szczecińskie Towarzystwo Budownictwa Spoecznego) which was based on objectives included in the new policy and was designated to:

- Construct new housing and modernize the existing housing stock;
- Manage and administer TBS housing stock and land as well as portions of the communal inventory;
- Implement planning and feasibility studies for the construction of new housing by accessing credit at preferential rates from the National Housing Fund and identifying internal economic resources.

STBS is currently managing 15 blocks of housing and commercial space at the city center, from which ownership rights are being transferred from the city to the STBS for two of the blocks. The city also transferred to the STBS two buildings currently under renovation that are designed as hotels for the shipyard workers, located at Ostrowska STR. No. 5 and 9. In addition, STBS received three partially-constructed buildings on Lukasińskiego/Kleeberga Str. (Somosierry Settlement), to be designated for tenants living in two blocks (No.21 and 22) from the city center; as well as plots of land at Tupańskiego Str. (for two buildings) and the Lucznica/Krasińskiego area (for around 300 flats)

STBS is continuing renovation of Block 27, a project that was initiated by the city and transferred to the STBS to access credits from the National Housing Fund. Half of Block 27 is being renovated. Another area, Block 33 is in the design stages. Furthermore, last year STBS modernized the municipal building at Boh. Getta Warszawskiego Str. No. 2. STBS plans to continue renovating Block 27, begin renovating Block 33, and to continue construction on the 300 unit-settlement at Lucznica/Krasińskiego. Furthermore, they plan to start construction of around 600 flats in various locations, which can be used as replacement housing and housing for people waiting for communal flats.

In total, STBS has worked on the following projects:

- 116 flats, occupancy took place in February 1998 in Ostrowska 5
- 90 flats, planned to be finished this year in Ostrowska 9
- 90 flats, people moved in at April 1998 at Somosierry Settlement
- 36 flats, planned to be finished June 1999 developed as replacement housing for tenants from center city areas under renovation at Upańskiego Str.
- First stage (90 flats) of the development of 300 units settlement and planned to be completed next year at Lucznica/Krasińskiego

The second TBS organization called the TBSP (Towarzystwo Budownictwa Spoecznego Prawobrzeze) was created in March 1998 and is similar to the earlier STBA. It is designated for:

- Building the new housing, modernizing old housing.
- Managing the existing communal housing stock located on the right bank of the river Odra and the section of the city center at the left bank (much bigger than STBS).

The first task for the TBSP is to renovate the area of Stare Dbie which is the old city center located at the right bank and construct 300 replacement flats at Pucka/Goleniowska Str. The ownership rights of this area have already been transferred to TBSP, as well as the block of old housing at Stare Dbie area. Recently, an architectural competition was held for the renovation concept of Stare Dbie, and in April 1999 TBSP chose the construction firm for the development at Pucka/Goleniowska.

In the future TBSP plans to build 1200 units at the new settlement called Nad Rudziank¹ partially as replacement housing, partially for people waiting for communal flats. In addition, they will begin to privatize small municipal houses (up to 4 families), modernize 3 buildings at Wojska Polskiego Av. No. 3, 5 and 13, and modernize the facades of buildings at Kaszubska Str. which is located in the city center.

8.5 Szczecin Center of Economic Initiatives

The Szczecin Centre of Economic Initiatives develops and manages business incubators and helps start-up companies establish and grow their businesses by providing training and consulting services to small and medium-sized private businesses and incubator tenants. The centre also offers real estate services such as project and property management, advisory services to companies that want to build or renovate space and training programs and consulting services to companies of all sizes in the Szczecin region. Financial experts help clients create business plans, and secure capital from banks, potential joint venture partners, and capital markets. Their mission is to deliver practical solutions to increase the profitability and long run competitiveness of local businesses. The centre strives to create an environment that protects a start-up in its initial phase, fosters its development, and prepares it to survive and prosper independently.

Expertise in management of construction projects and properties allows the association to focus its activities on converting older buildings into high-standard office, retail and small-scale production space for the city council. The centre has developed an expertise in managing the development process, including conducting legal and engineering due diligence on proposed acquisitions, estimating costs of renovation, writing feasibility studies and business plans, securing bank loans to finance the real estate project, selecting a general contractor through tenders, overseeing the construction process, and renting out finished properties.

The center places its services into four categories:

- **Business Incubators:**

This division assists start-up companies with office and retail space at below-market rents; helps tenants lower their fixed costs creating information resources; provides assistance in selecting computers; and helps tenants create databases which are necessary for their work.

The Business Incubator tenants come from a variety of industries: a pasta production, dressmaking, forwarding services, medical equipment repairs, power engineering and building, ship repairs, computers, architectural, publishing, and advertising. They are all start-ups (less than 1 year old) and are striving to become dynamic companies. The centre has prepared more than 100 start-up companies to face full-fledged market competition.

Recent projects completed under the business incubator sector involve converting 5 historic buildings into business space with more than 10,000 rentable m2 of high standard office, retail, and small-scale production space for over 100 start-up businesses. The SCE managed the entire development process on behalf of the city council.

- **Technology:**

The main activities of this sector include providing office space at below-market rents; providing exhibition space to exhibit new products to domestic and foreign visitors; providing access to existing under-utilized research laboratories through contracts with universities in Szczecin; arranging trade missions; performing world-wide internet-based research; helping to establish international patents; and creating integrated business plans.

The target clients for the Technology Center are scientists and entrepreneurs (attached to universities or research centers, or acting independently) and R&D departments of small and medium-sized companies.

Recent projects range from renovating a former tramway repair shop into 3,000 m² of rentable space for a Technology Center, organizing two "City of Szczecin" exhibitions for German trade fairs, and organizing numerous conferences and meetings between German and Polish partners for the Interreg II trans-border project.

- Consulting:
This division focuses on marketing, finance and human resources. Recently, the SCE provided training in customer service to more than 600 salespeople of a liquor retail chain, provided open training session in negotiations skills, using a professor from Szczecin University, and organized training sessions in conjunction with local bank officers.
- Real Estate:
The scope of the activities in the real estate sector is broad and include locating properties for renovation or land plots for new building projects, analyzing feasibility of real estate projects, determining current market rents, estimating future rents and sale prices, estimating construction costs, analyzing competitiveness of projects, verifying ownership of properties, selecting architects and other designers, obtaining permits for construction especially for renovation of historic buildings, arranging tenders for contractors, help select contractors, overseeing construction process, identifying potential tenants or buyers of space, helping to draft rental or sales contracts, and providing property management services.

The Real Estate Services are individual and group investors in real estate, small to medium-sized companies with need for office, retail, and production space in West Pomerania, real estate developers with little experience in this region, local property owners with a desire to maximize profitability from their used or unused real estate assets, and hotel and restaurant operators.

8.6 Summary of Small Improvements Program-1998²

Szczecin Local Initiative Program- 1998	Estimated Cost ³	GMINA Share	Partner Share	Municipal Percent	Partner Percent	Leverage Ratio
Public Works						
Topolowa Street	31,000	21,777	9,335	70%	30%	0.4
St. Kostki	43,730	30,611	13,119	70%	30%	0.4
Tarpanowa Street	188,977	113,388	75,608	60%	40%	0.7
Pliszki Street	99,313	69,919	29,394	70%	30%	0.4
Dabrowskiego Street	7,966	2,716	5,249	34%	66%	1.9
Bohaterow W. Street	13,809	9,666	4,142	70%	30%	0.4
Total	384,795	248,077	136,847	64%	36%	0.6
Housing and Infrastructure Services						
Inspektowa and Zyznej	17,568	12,480	5,100	71%	29%	0.4
Radomska and Plocka Streets	337	236	101	70%	30%	0.4
Mostowa, Relaksowa, Wiewiorcza Streets	55,000	38,500	16,500	70%	30%	0.4
Total	72,905	51,216	21,701	70%	30%	0.4
Education						
Modernization of building on Jagiellonska St.	860,954	30,000	830,954	3%	97%	27.7
Addition to Elementary School	300,000	120,000	180,000	40%	60%	1.5
Sports field modernization for school	101,993	69,993	31,999	69%	31%	0.5
High School on Witkiewicza Street	157,000	94,200	62,800	60%	40%	0.7
Construction of Technical School Complex	507,106	253,553	253,553	50%	50%	1.0
Sports field modernization for tech. school	120,000	50,000	70,000	42%	58%	1.4
Total	1,927,053	567,746	1,359,306	29%	71%	2.4

² SOURCE: Statistics from the Szczecin Capital Investment Department

³ All prices are in PLZ.

Culture and Arts

Adaptation and furnishing of Theater Kana	200,090	140,063	60,027	70%	30%	0.4
Adaptation of building for art studio and gallery	67,020	46,914	20,106	70%	30%	0.4
Total	267,110	186,977	80,133	70%	30%	0.4

Health Care

Addition to a Children's Hospital Hematology Unit	2,608,000	450,000	2,158,000	17%	83%	4.8
Total	2,608,000	450,000	2,158,000	17%	83%	4.8

Social Care

Construction of Welfare/Educational Center	17,568	12,300	5,300	70%	30%	0.4
Renovation of Shelter building	43,730	30,611	13,119	70%	30%	0.4
Total	61,298	42,911	18,419	70%	30%	0.4

Sport

Investments in sport complexes and buildings	372,970	223,688	151,382	60%	41%	0.7
Landscape for outdoor recreational place	34,970	13,988	20,982	40%	60%	1.5
Sport/recreational center and manor renovation	312,000	187,200	124,800	60%	40%	0.7
Landscape for outdoor recreational center in Warszewo	28,000	22,400	5,600	80%	20%	0.3
Total	747,940	447,276	302,764	60%	40%	0.7

Total Investments

	Estimated Cost	GMINA Share	Partner Share	Municipal Percent	Partner Percent	Leverage Ratio
Public Works	384,795	248,077	136,847	64%	36%	0.55
Housing	72,905	51,216	21,701	42%	58%	0.42
Education	1,927,053	567,746	1,359,306	29%	71%	2.39
Culture and Arts	267,110	186,977	80,133	70%	30%	0.43
Health Care	2,608,000	450,000	2,158,000	17%	83%	4.80
Social Care	61,298	42,911	18,419	70%	30%	0.43
Sport	747,940	447,276	302,764	60%	40%	0.68
Total	6,069,101	1,994,203	4,077,170	33%	67%	2.04